

ABORIGINAL AFFAIRS AND NORTHERN DEVELOPMENT

ADVANCED EDUCATION

AGRICULTURE, FOOD AND RURAL DEVELOPMENT

CHILDREN'S SERVICES

COMMUNITY DEVELOPMENT

ECONOMIC DEVELOPMENT

EDUCATION

ENERGY

ENVIRONMENT

FINANCE

GAMING

GOVERNMENT SERVICES

HEALTH AND WELLNESS

Restructuring and Government Efficiency
Annual Report 2005-06

At Your Service

HUMAN RESOURCES AND EMPLOYMENT

INFRASTRUCTURE AND TRANSPORTATION

INNOVATION AND SCIENCE

INTERNATIONAL AND INTERGOVERNMENTAL RELATIONS

JUSTICE AND ATTORNEY GENERAL

MUNICIPAL AFFAIRS

RESTRUCTURING AND GOVERNMENT EFFICIENCY

SENIORS AND COMMUNITY SUPPORTS

SOLICITOR GENERAL AND PUBLIC SECURITY

SUSTAINABLE RESOURCE DEVELOPMENT

Alberta



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Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 24 ministries.

The annual report of the Government of Alberta, released June 26, 2006, contains the Minister of Finance's accountability statement, the consolidated financial statements of the Province and a comparison of the actual performance results to desired results set out in the government's business plan, including the *Measuring Up* report.

This annual report of the Ministry of Restructuring and Government Efficiency contains the Minister's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry's business plan. This Ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

Restructuring and Government Efficiency is organized Services and Technology Services. The Communications Branch and Corporate Human Resources support the organization.

Minister's Accountability Statement

The Ministry's annual report for the year ended March 31, 2006, was prepared under my direction in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at **September 8, 2006**, with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.



Hon. Luke Ouellette
Minister
Restructuring and Government Efficiency

September 8, 2006

Message from the Minister

As Minister of Restructuring and Government Efficiency (RGE), it is with great pride that I present this report on the accomplishments of the first full fiscal year for the Ministry – one in which we have taken many positive strides toward efficiency in the Government of Alberta.

The vision of this ministry is straightforward – to make government more effective, efficient and economical in the delivery of programs and services to Albertans.

We made great strides toward achieving that vision in 2005-06, mostly through working to deliver shared services to ministries across government, allowing ministries to focus on the job of serving Albertans. RGE provided business, financial and technology services and, as this annual report demonstrates, continued to explore opportunities to make it easier for government to serve Albertans.

The vast majority of the Ministry's business is behind the scenes, yet it is important work that has the ability to have a large impact to the benefit of Albertans. Government should be driven by serving customers and allowing them to navigate it with ease and confidence.

In the fall of 2005, Alberta SuperNet was completed, making 429 communities across the province more connected more than ever. This broadband service has led to many exciting new programs and opportunities for Albertans to connect with each other and the world.

I can confidently say that our success this year is due to the efforts of Restructuring and Government Efficiency's outstanding staff. Their commitment to serving clients in ministries across government has made the results in this annual report possible. The Ministry's staff are uniquely positioned to explore new cost-effective methods of delivering services to other ministries, and they take up that challenge every day with enthusiasm. Thank you to all of Restructuring and Government Efficiency's really great employees!

At the end of the day, Restructuring and Government Efficiency is about positioning government services for the 21st century. If this ministry can harmonize regulations, streamline internal computer services and expand the scope of shared services to allow ministry partners to focus on their primary jobs, the Alberta government will begin to move to a position where we truly act as one entity. In that type of environment, we will be able to offer services to Albertans in a cohesive and citizen-responsive system.

That is the kind of efficiency we are striving toward boldly and confidently.



A stylized, handwritten signature in dark ink, appearing to read 'L. Ouellette'.

Hon. Luke Ouellette
Minister
Restructuring and Government Efficiency

Management's Responsibility for Reporting

The Ministry of Restructuring and Government Efficiency is a single entity and does not have regulated funds, provincial agencies, or government entities as a part of its operations.

The executives within the Ministry have the primary responsibility and accountability for the respective entities. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of Restructuring and Government Efficiency. Under the direction of the Minister, I oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with the government's stated accounting policies.

As Deputy Minister, in addition to program responsibilities, I establish and maintain the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money,
- provide information to manage and report on performance,
- safeguard the assets and properties of the province under ministry administration,
- provide Executive Council, Treasury Board, the Minister of Finance and the Minister of Restructuring and Government Efficiency any information needed to fulfill their responsibilities, and
- facilitate preparation of ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling my responsibilities for the Ministry, I have relied, as necessary, on the executives within the Ministry.



Paul Pellis
Deputy Minister
Restructuring and Government Efficiency





*"I strive to continually
offer superior,
confidential and timely
services to all my clients."*



Ministry Organization

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

Hon. Luke Ouellette
Minister

Paul Pellis
Deputy Minister

Business Services

Financial Services

Technology Services

Communications

Human Resources

Who We Are

Restructuring and Government Efficiency (RGE) is committed to providing tools and services across government to enable the delivery of effective and efficient programs and value-added services to Albertans.

With a departmental realignment completed in July 2005, Restructuring and Government Efficiency is now positioned to benefit government and enhance service delivery in the Government of Alberta. The Ministry's commitment to service excellence is, and continues to be, a core business.

Restructuring and Government Efficiency is comprised of the Business Services, Financial Services and Technology Services Divisions. The Communications Branch and Corporate Human Resources continue to provide support to the organization.

1. Business Services Division

The Business Services Division provides high quality, cost-effective shared services that support delivery of the core businesses for most government ministries and several agencies. These services include procurement, internal trade (interprovincial), supply management, surplus sales, records management, libraries, facilities, and various administrative services.

Business Services plays an integral role in re-engineering business systems and processes, capitalizing on cross-ministry opportunities to improve services to other ministries and to Albertans. The division focuses on enhancing a culture of customer service and quality assurance, identifying and managing innovative initiatives to improve government business services, and reducing the regulatory burden of government through the Regulatory Review Steering Committee.

2. Financial Services Division

With an emphasis on excellence in customer service, the Financial Services Division addresses changing client and stakeholder needs by identifying opportunities to streamline the delivery of government financial-related services.

Financial Services provides centralized shared services to the Government of Alberta in accounts payable and receivable, collections, payroll, employee benefits and electronic payments. The division takes a lead role for the Ministry in the areas of planning and performance measurement, budgeting and forecasting, and corporate services.

3. Technology Services Division

The Technology Services Division is focused on developing strategies, policies and service delivery practices for maximizing and standardizing the use of information and communications technology (ICT), including SuperNet, across government.

This division works to improve the effectiveness and efficiency of government operations to ensure Albertans receive maximum return on ICT investments. Programs include network services, server and workstation services, mainframe processing, support of the Integrated Management Information System (IMAGIS) including other applications used by multiple departments, information security, risk management, and e-mail services.

4. Communications

The Communications Branch supports the Ministry's goals by developing effective strategies to communicate with internal and external audiences.

The branch also provides service in the areas of media relations, advertising, corporate visual identity, maintains the Ministry's websites and produces print and electronic materials.

5. Corporate Human Resources

As a strategic partner with the Ministry's program delivery areas, Corporate Human Resources develops and implements human resource planning initiatives, policies and programs. Their services include employee attraction and retention, occupational health and safety, workplace wellness, employee learning and development, and recognition.

Committees

1. Regulatory Review

Steering Committee

Appointed by the Minister in November 2005, the Regulatory Review Steering Committee is working closely with the Regulatory Review Secretariat. The Committee was established to advance a leading-edge regulatory environment that will contribute to the sustainable growth of the province. Supported by the Ministry, this Committee assesses the impact of regulations on Albertans and businesses, explores opportunities to reduce and simplify regulations, and makes recommendations to streamline administrative systems.

Secretariat

The Regulatory Review Secretariat provides legislative oversight and administrative support to the ongoing process of regulatory change. The Secretariat reviews regulation impact reports, and assists with the coordination of ministries and Legislative Counsel to enhance the effectiveness of Alberta's regulatory environment and ensure that personal safety, public health and the environment are protected.

2. ICT and SuperNet Advisory Committee

The ICT and SuperNet Advisory Committee provides strategic advice on opportunities that maximize and leverage SuperNet for the benefit of Albertans. Through consultations with ministries, industry representatives, private sector and special interest groups, this committee will develop recommendations related to existing SuperNet opportunities and challenges as part of the Government of Alberta's overall priorities and strategies.

3. Fees and Charges Monitoring Committee

The Fees and Charges Monitoring Committee ensures that fees charged to the public are appropriate. Established in April 2005, the Committee reviews fees levied by the government for services provided to Albertans, as well as the rationale used to introduce these charges.

Operational Overview

Restructuring and Government Efficiency had a successful year in 2005-06. Many accomplishments were realized through effective partnerships, strong support for the government's cross-ministry initiatives, and activities of engaged ministry partners and staff. Detailed accomplishments are provided in the Results Analysis section.

VISION

Convenient, efficient and timely access to government programs and services for all Albertans.

MISSION

Champion excellence and innovation in technology and shared services, and optimize the government's ability to deliver programs and services.

CORE BUSINESSES AND GOALS

During 2005-06, the Ministry delivered programs and services based on the following four core businesses and goals:

Core Business 1 **Opportunity and Restructuring Assessment**

- Goal 1** Define and prioritize opportunities for business improvement and service delivery with and on behalf of government.

Core Business 2 **Business Transformation**

- Goal 2** Lead the transformation and improvement of priority business practices for government in optimizing the delivery of programs and services to Albertans.

Core Business 3 **Information and Knowledge Management**

- Goal 3** Integrate information and communications technology and knowledge management standards, practices and frameworks with the business needs of government.

Core Business 4 **Shared Services**

- Goal 4** Deliver and continuously improve shared services with ministries and partners.

Support for Government of Alberta Goals

The Government of Alberta's strategic plan calls for the achievement of common goals that are intended to realize the long-term vision for Alberta. Achieving these goals requires a strong and efficient government operation that strives to be the leader in Canada and recognized internationally for service excellence. Restructuring and Government Efficiency plays a key role in supporting the following government-wide goals:

Alberta will have a diversified and prosperous economy (Goal 1).

Restructuring and Government Efficiency supports this goal through the promotion of innovative applications that take full advantage of Alberta SuperNet.

Albertans being well prepared for lifelong learning and work (Goal 2).

Alberta SuperNet provides a province-wide broadband network that supports Alberta's competitiveness in a global economy, particularly in rural areas where it enhances opportunities for real-time distance learning and economic development.

Alberta will have a financially stable, open and accountable government (Goal 8).

Restructuring and Government Efficiency leads the prioritization of opportunities to streamline and gain efficiencies for the business of government. This in turn promotes efficiencies to reduce the cost of delivering government programs and services to Albertans through shared corporate administration.

Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments (Goal 9).

Restructuring and Government Efficiency supports this goal through involvement on initiatives at provincial and national levels as they relate to security, privacy, internal trade and telecommunications policies.

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life (Goal 14).

Construction of Alberta SuperNet was completed in 2005 and currently provides high speed broadband access to 429 communities. This includes learning and health facilities, libraries and government facilities across the province. It also continues to increase opportunities for Internet Service Providers to deliver high speed service to residences and businesses.

Key Accomplishments

In 2005-06, the Ministry of Restructuring and Government Efficiency delivered effective and efficient service to ministry partners across government, implemented best practices and focused on improving business processes. Through its commitment to service excellence, Restructuring and Government Efficiency ensures that ministries are provided with the services they need for the benefit of the Government of Alberta.

To optimize effectiveness and efficiency in the business of government, the Ministry continued to work with ministry partners to deliver shared solutions. Examples of key accomplishments achieved by the Ministry in 2005-06 include:

- Completed the build of SuperNet in 429 communities and promoted its advantages to other government departments.
- 37 Internet Service Providers are serving 130 communities.
- Worked with the health, education and private sectors to further leverage the benefits of SuperNet and establish standards for SuperNet Videoconferencing and Voice Over Internet Protocol.
- Collaborated with ministry partners to achieve more effective and efficient delivery of programs and services. This collaboration led to the following achievements:
 - Established a simplified funding model by centralizing selected program budgets into the Ministry. This core budget model is easier to manage and positions the Ministry to make the most of program funding to better benefit the Government of Alberta.
 - Worked with twelve ministries to improve coordination and better manage information and communications technology (ICT) systems through the ICT Service Coordination Initiative. This initiative provides an opportunity to consolidate, standardize and refresh the government's ICT infrastructure services.
- Developed and implemented cross-government security infrastructure (Alberta Secure Access Service) adopted by 12 applications across seven ministries. This service ensures that information entrusted to the Government of Alberta is protected.
- Established and implemented a cross-government project management standards and assessment models to support the effective and efficient delivery of common business solutions.
- Optimized software licensing and technology maintenance contracts for both ministries and municipalities within Alberta. An estimated \$2.2 million in savings will be realized over the three-year term for municipalities with access to the Ministry's Microsoft Enterprise Agreement.
- Launched a comprehensive Information Security Awareness Program for all employees and staff in government agencies, boards and commissions. In 2005-06, the online training offered by Restructuring and Government Efficiency was accessed more than 11,000 times by employees across government.

- A work implementation plan, developed by the Regulatory Review Steering Committee, was approved by Cabinet for regulatory reform, and will include consultation with business, industry and other stakeholders. This plan will evaluate how regulations can be examined and modified to ensure rules work better for Albertans and regulations do not hinder the economic development of the province.
- Reduced recruitment time for administrative positions in government from 30 days to two or three days through the Government of Alberta Administrative Support 2-3 Recruitment Initiative.
- Introduced the ICT Privacy Planning Tool to assist ICT project teams with forecasting tools and advice necessary to protect personal information.
- Received a 2005 Deputy Minister of Executive Council Service Excellence Award for the "Fish-E" project. Restructuring and Government Efficiency's Records Management Unit was recognized for innovative improvements in service excellence.
- Developed a new cross-department business process to validate and register medical exams for aging drivers. In cooperation with the Alberta Medical Association and other stakeholders, a pilot project involving 25 physicians throughout the province was completed in March 2005.
- Promoted expertise in procurement and contracting skills throughout the Government of Alberta. There was an increase of 40 per cent in training demand from ministries in project management in the 2005-06 fiscal year.
- Continued the Cell Phone Optimization project to identify cost savings through more effective use of government employees' wireless communications.
- In collaboration with ministry partners, human resource consulting services were transferred back to ministries while maintaining services in administrative recruitment, HR management information, cross-ministry learning and development, and payroll.
- Streamlined the reporting structure and budget modules in the Alberta Government Integrated Management Information System (IMAGIS) to improve government administrative processes and productivity.



*"Projects can be very
challenging at times,
but the positive, hard
working employees of RGE
make it easy to move
forward successfully."*



Message from the Deputy Minister

When Albertans think about the Government of Alberta, the Ministry of Restructuring and Government Efficiency is not one that readily comes to mind. This is because RGE is primarily focused on delivering high quality services to ministries. Within that role, RGE provides support to all government departments, enabling them to deliver their programs and services as efficiently and effectively as possible. As such, the work we do may not be obvious to the public, yet vital to all government operations.

RGE has numerous responsibilities including: promoting maximum utilization of Alberta SuperNet, the coordination of an IT strategy for government, and government procurement and contracting services. We also provide common services to support the operations of all of government, including mail routing, payroll, financial and information systems and computer support.

That is what we do. But equally important is how we do it. In serving our primary customers within government, the theme of our annual report – *"At Your Service"* – speaks directly to how our ministry is doing its best to deliver value-added services to ministries and doing our part behind the scenes to increase efficiency across government.

Over the past year we have focused on service excellence – we have put our energy and efforts into positioning our department to better meet the needs of the ministries we serve and becoming their service provider of choice.

One of our key accomplishments this year has been to bring many of our common, shared services under the funding of our ministry's core budget. This innovative approach enables ministries to direct more resources to the delivery of their services to Albertans.

Another significant project we've been involved with this year is the ICT Service Coordination Initiative. This is a new approach to deliver standardized and consistent IT services to all government ministries. We've already seen major cost savings and efficiencies as more than 9,000 users in seven ministries became part of government's shared IT setting – and we know that there is even more potential for streamlining as additional ministries have already become involved in the Initiative. In the coming year, we will be working ambitiously to adopt an even more strategic, cross-government approach to delivering shared standards and infrastructure to all government ministries.

In summary, we are very committed to doing our part to help government run smoothly. And we do that thanks to dedicated employees who, day in and day out, work hard to serve government ministries, and by extension, Albertans.

As we continue to build on the foundation of this past year, to create efficiencies within government, and to deliver outstanding service to all government ministries, it is our pleasure and our commitment to be *"At Your Service"*.



Paul Pellis
Deputy Minister
Restructuring and Government Efficiency



Report of the Auditor General on the Results of Applying Specified Auditing Procedures to Key Performance Measures

To the Members of the Legislative Assembly

Management is responsible for the integrity and objectivity of the performance results included in the Ministry of Restructuring and Government Efficiency's 2005-2006 Annual Report. My responsibility is to carry out the following specified auditing procedures on performance measures in the annual report. I verified:

Completeness

1. Performance measures and targets matched those included in Budget 2005. Actual results are presented for all performance measures.

Reliability

2. Information in reports from external organizations matched information that the Ministry used to calculate the actual results.
3. Information in reports that originated in the Ministry matched information used to calculate the actual results. In addition, I tested the processes the Ministry used to compile the results.

Comparability and Understandability

4. Actual results are presented clearly and consistently with the stated methodology and are presented on the same basis as targets and prior years' information.

I found no exceptions when I performed these procedures.

As this examination was limited to these procedures, I do not express an opinion on whether the set of performance measures is relevant and sufficient to assess the performance of the Ministry in achieving its goals.

Edmonton, Alberta
July 25, 2006

 FCA
Auditor General

Restructuring and Government Efficiency

Overview of Financial Performance

2005-06 Fiscal Year

Net Operating Results

	(in thousands)		
	2006		2005
	Budget	Actual	Actual
REVENUES			
Internal Government Transfers	\$ -	\$ -	\$ 41,000
Other Revenue (Cost Recovery)	175,921	192,596	177,185
Total REVENUES	175,921	192,596	218,185
EXPENSES - Directly Incurred			
Voted Operating Expense			
Ministry Support Services	2,519	2,514	6,655
Opportunity and Restructuring Assessment	3,350	3,248	-
Business Transformation	1,088	972	1,398
Information and Knowledge Management	39,666	18,693	11,720
Shared Services	208,448	225,689	209,155
Total Voted Operating Expense	255,071	251,116	228,928
Statutory			
Provision for Vacation Pay	260	826	333
Total Statutory	260	826	333
Total EXPENSES	255,331	251,942	229,261
OTHER			
Loss on Disposal of Tangible Capital Assets	-	(1,801)	(1,360)
Total OTHER	-	(1,801)	(1,360)
NET OPERATING RESULTS	\$ (79,410)	\$ (61,147)	\$ (12,436)

Financial results of the Ministry of Restructuring and Government Efficiency represent the financial position of the Ministry for the year ended March 31, 2006. Detailed Financial Statements can be found on pages 32 - 51.

Revenue

Other revenue for the Ministry of Restructuring and Government Efficiency totaled \$192.6 million for 2005-06. Revenue received from other ministries as part of dedicated revenue initiatives totaled \$191.3 million. The remaining \$1.3 million is primarily for data centre and mail and courier services provided to non-Government of Alberta entities.

COMPARISON OF 2006 ACTUAL TO BUDGET

Other revenue was \$16.7 million higher than budgeted due to increases in demand for Restructuring and Government Efficiency's services requested by ministry partners.

COMPARISON OF 2006 ACTUAL TO 2005 ACTUAL

Total revenues for the Ministry decreased by \$25.6 million over 2004-05 as a result of:

- Completion of SuperNet build which led to \$41 million decrease in Lottery Fund allocations for SuperNet. The SuperNet build portion (capital) was completed in 2004-05 and was operational in 2005-06.
- An increase of \$15.4 million was due to increases in volume and service levels negotiated with ministry partners.

Expenses

EXPENSE BY FUNCTION

The consolidated budgets and financial statements of the Province of Alberta classify government expenses by function. An expense function is a classification that identifies the principal purpose for which an expense is incurred rather than the activity involved. Expense by function allocations are used for inter-provincial comparisons and for determining federal funding eligibility. Restructuring and Government Efficiency expenses are included under the function, General Government.

	(In thousands)		
	2006		2005
	Budget	Actual	Actual
General Government	\$ 255,311	\$ 251,942	\$ 229,261
Total Expenses by Function	\$ 255,311	\$ 251,942	\$ 229,261

Expenses by Core Business

Comparison of 2006 Expenses by Core Business (in thousands)

Core Business	2006		2005
	Budget	Actual	Actual
Ministry Support Services			
Minister's Office	\$ 380	\$ 376	\$ 378
Deputy Minister's Office	430	432	333
Corporate Management	1,709	1,706	5,944
	2,519	2,514	6,655
Opportunity and Restructuring Assessment	3,350	3,248	-
Business Transformation			
Business Development	325	242	366
Business Improvement	395	244	400
Business Strategy	268	347	544
Regulatory Review	100	139	88
	1,088	972	1,398
Information and Knowledge Management			
Architecture and Standards	4,793	4,502	4,191
Corporate Planning	4,671	3,349	3,935
Project Management	1,657	1,198	1,312
SuperNet	28,545	9,644	2,282
	39,666	18,693	11,720
Shared Services			
Restructuring and Government Efficiency - Ministry Agreements	162,757	178,910	163,137
Restructuring and Government Efficiency - Non Government of Alberta Agreements	488	173	525
Crown Debt Collections	1,745	2,160	2,207
Alberta Government Integrated Management Information Systems	9,827	9,365	9,500
Supply Management Branch	6,704	6,975	6,762
Alberta Records Centre	1,013	987	1,068
Network Infrastructure	25,914	27,119	25,955
	208,448	225,689	209,154
Total Ministry Expense	\$ 255,071	\$ 251,116	\$ 228,927

2006 EXPENSES BY CORE BUSINESS

(Actuals in thousands)



COMPARISON OF 2006 ACTUAL TO BUDGET

Expenses for Information and Knowledge Management were \$21 million less than budgeted, primarily due to SuperNet amortization not commencing until October 2005.

Shared Services reported a \$17.2 million increase in expenses due to:

- An increase of \$16.1 million in expenditures as a result of increased service demands from ministry partners.
- \$1.1 million in costs related to running concurrent services during the transition from the existing Alberta Government Network to SuperNet.

COMPARISON OF 2006 ACTUAL TO 2005 ACTUAL

Ministry Support Services shows reduced costs of \$4.1 million in Corporate Management compared to 2005. This reduction relates to the transfer of the Office of the Corporate Chief Information Officer from Innovation and Science as a result of the November 2004 Government reorganization. In 2006, the expenses were allocated within the Ministry.

Opportunity and Restructuring Assessment is a new program for 2006.

The net increase of \$7 million in Information and Knowledge Management from 2005 is primarily a result of SuperNet amortization which began in October 2005.

Expenses for Shared Services were \$16.5 million higher compared to 2005 primarily due to volume and service level increases with ministry partners.

CAPITAL INVESTMENT AND EQUIPMENT AND INVENTORY PURCHASES (EIP)

(In thousands)					
	Budget	2006 Actual	2005 Actual		
Capital Investment					
Alberta SuperNet	\$ -	\$ -	\$ 40,921		
EIP					
Ministry Support Services	-	11	-		
Information and Knowledge Management	-	45	-		
Shared Services	3,000	3,017	3,196		
	<u>\$ 3,000</u>	<u>\$ 3,073</u>	<u>\$ 44,117</u>		

Equipment and Inventory Purchases (EIP) actuals totaled \$3.1 million for the Ministry in 2006.

COMPARISON OF 2006 ACTUAL TO BUDGET

EIP spending was \$73,000 higher than budgeted due to:

- \$11,000 for special network switches required to connect off-site locations to the Government of Alberta central network.
- \$45,000 to purchase various software for the Alberta Purchasing Connection server.
- \$17,000 for purchases required to meet operational needs in Shared Services.

COMPARISON OF 2006 ACTUAL TO 2005 ACTUAL

Capital Investment and EIP spending in 2006 was \$41 million less than in 2005 due to the completion of SuperNet build.

What We Accomplished in 2005-06 Performance Measures Results

Core Business 1: Opportunity and Restructuring Assessment

Goal 1: Define and prioritize opportunities for business improvement and service delivery with, and on behalf of government.

Through collaboration and consultation with other ministries, Restructuring and Government Efficiency continues to obtain necessary feedback to identify and carry out potential improvement projects and opportunities.

While a performance measure was not developed for this goal, a commitment was made to continuously engage in ongoing consultations with ministry partners through cross-government committees and councils. These partnerships include the Information Technology Advisory Committee for the Alberta Secure Access Service Initiative, the Senior Financial Officers Council and the Administrative Services Council for the

Core Budget Model Initiative, the Human Resources Directors Council for the transfer of human resource consulting services, and the Chief Information Officer Council for the ICT Service Coordination Initiative.

Restructuring and Government Efficiency works with different ministries to broaden ministry partnerships to develop and provide innovative and effective shared services. This commitment is now reflected in Strategy 2.8 of the 2006-09 Business Plan: "Work with different internal government councils to identify, assess and manage innovative initiatives to streamline and gain efficiencies in the business of government."

Core Business 2: Business Transformation

Goal 2: Lead the transformation and improvement of priority business practices for government in optimizing the delivery of programs and services to Albertans.

The Ministry strives for ongoing improvement and seeks new opportunities to enhance the delivery of government programs and services to Albertans. Although a performance measure was not developed for this goal, Restructuring and Government Efficiency continues to work with all ministries and interested parties to identify common opportunities and efficiencies.

Over the past year, opportunities have been explored for cross-government re-engineering projects. The Procurement Re-engineering Initiative is an example

of these projects where the Ministry has set the stage for ongoing procurement enhancements such as evaluating procurement mechanisms for office equipment and making recommendations on overall improvements to procurement systems and processes.

In keeping with this plan, the 2006-09 Business Plan has identified Strategy 1.3: "Identify opportunities to transform the delivery of programs and services provided to Albertans by taking advantage of the capabilities of existing and emerging services and technologies."

Core Business 3: Information and Knowledge Management

Goal 3: Integrate information and communications technology and knowledge management standards, practices and frameworks with the business needs of government.

MEASURE 3.A

Projects aligned to and/or recognized as contributing to the Government of Alberta Enterprise Architecture (GAEA).

Table 3.1

Description

The purpose of this measure is to define ICT corporate models, standards and guidelines to implement systems in a consistent, strategic and integrated manner.

An enterprise architecture guide for ICT investment across government was developed as a managerial tool to help ministries bridge the gap between strategy and successful implementation.

The tracking method of the GAEA program is reflected in the frequency with which government departments specified GAEA as a mandatory requirement in procurement documents (i.e. Request For Proposals).

Results

In 2005-06, eight per cent of government projects specified GAEA as a mandatory requirement. These results are up considerably from the previous year's total of 2.5 per cent.

Analysis

A target of 40 per cent was originally established to reflect projects specifying GAEA requirements as either mandatory or desirable. This approach was subsequently modified to limit results to mandatory requirements only.

Although the 2005-06 target was not achieved, the Government of Alberta Enterprise Architecture Initiative successfully increased cross-ministry awareness of this ICT program with improved results in 2005-06.

Projects aligned to and/or recognized as contributing to GAEA



Source:

Restructuring and Government Efficiency Annual Report 2005-06, Technology Services Division, May 2006.

Notes:

- For all GAEA requirements, this program was used for ICT projects funded by government departments.
- 40 per cent targeted to mandatory requirements.
- Refer to appendix for performance measures data sources and methodologies.

Number of new applications that require authentication and authorization and use, or plan to use, the Alberta Secure Access Service (ASAS).

This measure focuses on the number of new computer applications requiring authentication or access controls to ensure sensitive information entrusted to government is protected. Authentication through the ASAS program is a critical enabler for the delivery of electronic services both internally and externally.

This cross-government application enhances and improves service delivery by providing a standardized computer network infrastructure to protect information collected by the Government of Alberta.

The number of applications using ASAS across the Government of Alberta substantially increased to twelve in 2005-06, exceeding the target of ten applications.

This measure is continued in Restructuring and Government Efficiency's 2006-09 Business Plan.

Restructuring and Government Efficiency works with ministries to comply with ASAS standards by authenticating new applications.

As part of the ASAS initiative, authentication functions are now available to ministries with several additional applications expected to be integrated in the coming fiscal year.

MEASURE 3.C

Number of SuperNet communities with construction completed.

Value to City

Description

This measure was adapted from the previous year to track the progress made in the construction of the 429 rural and urban SuperNet communities.

This broadband network is used to deliver government programs and services to Albertans. This network facilitates the provision of high-speed Internet access to businesses and Albertans through independent Internet Service Providers.

Results

SuperNet construction was completed to all 429 communities in 2005. The network is fully operational.

Analysis

The Government of Alberta announced a completion plan in February 2005, which outlined a schedule for accelerating the completion of the network across the province. Since this agreement, Bell Canada and Axia SuperNet Ltd. successfully met completion milestones set in conjunction with the Government of Alberta.

Number of SuperNet Communities with Service Now Completed

Source:

Notes:

MEASURE 3.D

Number of facilities using SuperNet.

TARGET: See Table Below

Base Area Activity	Targets 2005-06	Actuals ^a 2005-06
Government Facilities Fully Connected	1,360	1,300
Learning Facilities Fully Connected	2,095	1,874
Health Facilities Fully Connected	325	195
Libraries Fully Connected	311	257
Facilities Fully Connected Total	4,091	3,626

^a Actuals fluctuate based on ongoing changes in government facilities and customers. Actuals are different from targets as some stakeholders requested to the target numbers did not complete installation and activation until after the reporting period.

Description

Alberta SuperNet brings high-speed broadband access to learning and health facilities, libraries, and provincial government facilities in Alberta.

With the completion of SuperNet construction in 2005, Restructuring and Government Efficiency adapted this measure to track the number of facilities using the network.

Results

In 2005, 3,626 facilities were actively using SuperNet.

Analysis

The actual number of facilities using SuperNet depends on the needs of stakeholders who determine whether to initiate SuperNet service, and at what time.

In 2005-06, not all facilities were using SuperNet for a variety of reasons. Some were not ready for SuperNet installation at their location, others did not require or were not yet ready to activate their connection at the time.

These totals continue to change based on ongoing changes to SuperNet facilities and customers.

Number of facilities using SuperNet



Source:

Restructuring and Government Efficiency
The Restructuring and Government Efficiency
SuperNet Report

Notes:

- This measure reflects the number of customers requesting installation by SuperNet Inc.
- Target numbers were established at completion on September 30, 2005.
- Actual numbers may differ from target numbers.
- Public is responsible for performance measures and the results of the measure.

Core Business 4: Shared Services

Goal 4: Deliver and continuously improve shared services with ministries and partners.

MEASURE 4

Number of government businesses (shared services) reporting use of performance indexing as a measurement tool.

TARGET 30

Description

The intent of this measure is to identify the number of business services using performance indexing as a measurement tool to monitor and report on the performance of shared service delivery.

Each performance index is geared towards customer needs, employee involvement and business performance specific to the service area.

Results

The results increased to six business services in 2005-06 – higher than results reported in the previous year. Usage of performance indexing as a measurement tool was fully developed and measurable.

Analysis

For a performance index to be considered complete, all of its associated indicators and tracking systems needed to be developed and meaningful. As a result, assessments were reported to be fully completed for six areas. The remaining services continue to make progress towards achieving targets.

This measure will continue to be monitored and reported as part of the Ministry's 2006-09 Business Plan reflecting a customer satisfaction component.

Number of government businesses reporting use of performance indexing



Source:

Ministry of the Environment, 2006-09 Business Plan, Appendix A, Table A.1, Business Services, Customer Satisfaction, Performance Indexing.

Notes:

- The following businesses have completed performance indexing for the 2005-06 year:
 - Environment Canada
 - Health Canada
 - Industry Canada
 - Justice Canada
 - Transport Canada
 - Veterans Affairs Canada
- Other government businesses are currently in the process of completing performance indexing for the 2005-06 year.



**Ministry of Restructuring
and Government Efficiency
Financial Statements
for the Year Ended March 31, 2006**

Statement of Operations

Statement of Financial Position

Statement of Cash Flows

Notes to the Financial Statements

Schedule of Revenues

Schedule of Dedicated Revenue Initiatives

Schedule of Expenses - Directly Incurred Detailed by Object

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Schedule of Comparison of Expenses - Directly Incurred, Equipment/Inventory,
Capital Investments and Statutory Expenses by Element to Authorized Budget

Schedule of Salary and Benefits Disclosure

Schedule of Related Party Transactions

Schedule of Allocated Costs



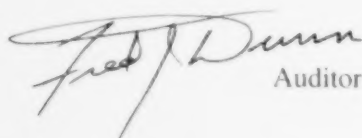
Auditor's Report

To the Members of the Legislative Assembly

I have audited the statement of financial position of the Ministry of Restructuring and Government Efficiency as at March 31, 2006 and the statements of operations and cash flows for the year then ended. These financial statements are the responsibility of management of the Ministry. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Ministry as at March 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

 FCA
Auditor General

Edmonton, Alberta
May 19, 2006

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

**STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2006**

	(In thousands)		
	2006		2005
	Budget (Schedule 4)	Actual	(Restated - Note 3) Actual
REVENUES (Note 2 and Schedules 1 and 2)			
Internal Government Transfers	\$ -	\$ -	\$ 41,000
Other Revenue (Cost Recovery)	175,921	192,596	177,185
Total REVENUES	175,921	192,596	218,185
EXPENSES- Directly Incurred (Note 2 and Schedules 3, 4 and 5)			
Voted Operating Expense			
Ministry Support Services	2,519	2,514	6,655
Opportunity and Restructuring Assessment	3,350	3,248	-
Business Transformation	1,088	972	1,398
Information and Knowledge Management	39,666	18,693	11,720
Shared Services	208,448	225,689	209,155
Total Voted Operating Expense	255,071	251,116	228,928
Statutory			
Provision for Vacation Pay	260	826	333
Total Statutory Expenses	260	826	333
Total EXPENSES	255,331	251,942	229,261
OTHER			
Loss on Disposal of Tangible Capital Assets	-	(1,801)	(1,360)
Total OTHER	-	(1,801)	(1,360)
NET OPERATING RESULTS	\$ (79,410)	\$ (61,147)	\$ (12,436)

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

**STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2006**

(In thousands)

	2006	2005 (Restated-Note 3)
ASSETS		
Cash	\$ 368	\$ 257
Accounts Receivable (Note 4)	1,927	2,234
Tangible Capital Assets (Note 5)	196,006	209,709
	<u>\$ 198,301</u>	<u>\$ 212,200</u>
LIABILITIES		
Accounts Payable and Accrued Liabilities	\$ 27,845	\$ 60,757
Holdback Liability	5	3,959
	<u>27,850</u>	<u>64,716</u>
NET ASSETS		
Net Assets, Beginning of Year	147,484	148,949
Net Transfer from Government Services (Note 3)	-	88
Net Operating Results	(61,147)	(12,436)
Net Transfer from General Revenues	84,114	10,883
Net Assets, End of Year	<u>170,451</u>	<u>147,484</u>
	<u>\$ 198,301</u>	<u>\$ 212,200</u>

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2006**

(In thousands)

	2006	2005 (Restated - Note 3)
OPERATING TRANSACTIONS		
Net Operating Results	\$ (61,147)	\$ (12,436)
Non-Cash Items Included in Net Operating Results:		
Amortization of Capital Assets	15,224	7,299
Loss on Disposal of Capital Assets	1,801	1,360
Provision for Vacation Pay	826	333
	(43,296)	(3,444)
Decrease in Accounts Receivable	307	449
(Decrease)/ Increase in Accounts Payable and Accrued Liabilities	(37,691)	36,944
CASH (USED) PROVIDED BY OPERATING TRANSACTIONS	(80,680)	33,949
CAPITAL TRANSACTIONS		
Acquisitions of Tangible Capital Assets	(3,073)	(44,117)
Capital Assets Transferred from Other Ministries	(250)	(739)
CASH APPLIED TO CAPITAL TRANSACTIONS	(3,323)	(44,856)
FINANCING TRANSACTIONS		
Net Transfer from Government Services	-	88
Net Transfers from General Revenues	84,114	10,883
CASH PROVIDED BY FINANCING TRANSACTIONS	84,114	10,971
INCREASE IN CASH	111	64
CASH, BEGINNING OF YEAR	257	193
CASH, END OF YEAR	\$ 368	\$ 257

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2006**

Note 1 Authority

The Ministry of Restructuring and Government Efficiency was established under Order in Council 552/2004 dated November 25, 2004 and operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

**Note 2 Summary of Significant Accounting Policies and
Reporting Practices**

The recommendations of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants are the primary source for the disclosed basis of accounting. These financial statements are prepared in accordance with the following accounting policies that have been established by government for all departments.

a) Reporting Entity

The reporting entity is the Ministry of Restructuring and Government Efficiency for which the Minister of Restructuring and Government Efficiency is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the Minister of Finance. All cash receipts of departments are deposited into the Fund and all cash disbursements made by departments are paid from the Fund. Net transfer (to) from General Revenues is the difference between all cash receipts and all cash disbursements made.

b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year-end is recorded as unearned revenue.

Internal Government Transfers

Internal government transfers are transfers between entities within the government reporting entity where the entity making the transfer does not receive any goods or services directly in return.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (cont'd)

b) Basis of Financial Reporting (cont'd)

Dedicated Revenue

Dedicated revenue initiatives provide a basis for authorizing spending. Dedicated revenues are shown as credits or recoveries in the details of the Government Estimates for a supply vote. If actual dedicated revenues are less than budget and total voted expenses are not reduced by an amount sufficient to cover the deficiency in dedicated revenues, the following year's voted expenses are encumbered. If actual dedicated revenues exceed budget, the Ministry may, with the approval of the Treasury Board, use the excess revenue to fund additional expenses on the program. Schedule 2 discloses information on the Ministry's dedicated revenue initiative.

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the Government's budget documents.

In addition to program expenses such as salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets.
- pension costs which comprise the cost of employer contributions for current service of employees during the year.
- valuation adjustments which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay.

Incurred by Others

Services contributed by other entities in support of the Ministry's operations are disclosed in Schedule 8.

**Note 2 Summary of Significant Accounting Policies and
Reporting Practices (cont'd)**

b) Basis of Financial Reporting (cont'd)

Assets

Financial assets of the Ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals.

Assets acquired by right are not included. Tangible capital assets of the Ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is \$100,000 and the threshold for all other tangible capital assets is \$5,000.

Liabilities

Liabilities are recorded to the extent that they represent present obligations as a result of events and transactions occurring prior to the end of fiscal year. The settlement of liabilities will result in sacrifice of economic benefits in the future.

Net Assets

Net assets represent the difference between the carrying value of assets held by the Ministry and its liabilities.

Valuation of Financial Assets and Liabilities

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

The fair values of cash, accounts receivable, and accounts payable and accrued liabilities are estimated to approximate their carrying values because of the short term nature of these instruments.

Note 3 Program Transfer
(In thousands)

The responsibility for the administration of the Regulatory Review Secretariat was transferred from the Ministry of Government Services to the Ministry of Restructuring and Government Efficiency as per Order-in-Council 104/2005. The effective date of the transfer was April 1, 2005.

The comparative expenses have been restated as if the Ministry had always been assigned its current responsibilities as follows:

Net Operating Results, as previously reported at March 31, 2005	\$ (12,348)
Transfer from the Ministry of Government Services	(88)
Net Operating Results, as restated	<u>\$ (12,436)</u>

Note 4 Accounts Receivable
(In thousands)

	2006			2005
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Accounts Receivable	<u>\$ 1,927</u>	<u>\$ -</u>	<u>\$ 1,927</u>	<u>\$ 2,234</u>

Accounts receivable are unsecured and non-interest bearing. The accounts receivable amounts include \$1,053 (2005 - \$1,256) to be received from other government Ministries.

Note 5 Tangible Capital Assets
(In thousands)

	Estimated Useful Life	2006		2005	
		Cost	Accumulated Amortization	Net Book Value	Net Book Value
SuperNet ⁽¹⁾					
Electronic Equipment	3 Years	\$ 23,600	\$ 3,933	\$ 19,667	\$ 23,600
Indefeasible Right of Use Agreements ⁽²⁾	20 Years	155,657	3,891	151,766	155,657
Fibre Purchase Agreements ⁽³⁾	20 Years	13,743	344	13,399	13,743
Equipment Other ⁽⁴⁾	5 to 10 Years	18,461	15,289	3,172	4,119
Computer Hardware and Software ⁽⁵⁾	3 to 10 years	60,232	52,230	8,002	12,590
		<u>\$ 271,693</u>	<u>\$ 75,687</u>	<u>\$196,006</u>	<u>\$209,709</u>

⁽¹⁾ Amortization of SuperNet commenced in 2005-06 Fiscal Year (October 2005). In 2004-05 Fiscal Year SuperNet was identified as Work-in-Progress.

⁽²⁾ Indefeasible Right of Use Agreements grant the Government of Alberta exclusive use of specific fibre optic cable, wireless equipment, tower space and points of presences and an indefeasible right to use common support structures (sheathing, conduit, handholes, pedestals, etc.). Indefeasible means the right to use cannot be defeated, revoked or made void. All indefeasible right of use agreements have initial 20-year term with renewal options.

⁽³⁾ Fibre Purchase Agreements grant the ownership of specific fibre optic cables and an indefeasible right to use common support structures (sheathing, conduit, handholes, pedestals, etc.)

⁽⁴⁾ Equipment also includes furniture and fixtures.

⁽⁵⁾ Includes all development costs incurred by the Ministry in the implementation of the Alberta Government Integrated Management Information System (IMAGIS). The cost of each module is amortized over a 10-year useful life. Upgrades to newer versions of PeopleSoft, the IMAGIS software platform, are expensed in the year incurred.

Note 6 Contractual Obligations
(In thousands)

	2006	2005
Telecommunications		
Service Contracts (1)	\$ 54,967	\$ 83,257
General Service Contracts	165,928	194,168
Long-Term Leases	2,328	803
	<u>\$ 223,223</u>	<u>\$ 278,228</u>

The aggregate amount payable for the unexpired terms of these contractual obligations are as follows:

Year	Service Contracts	Long Term Leases	Total
2007	\$ 118,482	\$ 1,315	\$ 119,797
2008	42,063	885	42,948
2009	35,522	83	35,605
2010	24,828	45	24,873
	<u>\$ 220,895</u>	<u>\$ 2,328</u>	<u>\$ 223,223</u>

- (1) The Government of Alberta's commitment to Bell Canada for telecommunication services is \$ 51,661 (2005 - \$75,195). The remaining term of the agreement is four years.

Note 7 Contingent Liabilities
(in thousands)

At March 31, 2006 the Ministry is a defendant in two legal claims (2005 - Nil). One of the claims has a specified amount of \$335 and the other has no specified amount. Included in the total legal claims is one claim in which the Ministry has been jointly named along with another entity as a defendant. There is no specified amount for this claim.

The resulting loss, if any, from these claims cannot be determined.

Note 8 Defined Benefit Plans
(In thousands)

The Ministry participates in the multi-employer pension plans, Management Employees Pension Plan and Public Service Pension Plan. The Ministry also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of \$5,468 for the year ended March 31, 2006 (2005 - \$4,873).

At December 31, 2005, the Management Employees Pension Plan reported a deficiency of \$165,895 (2004 - \$268,101) and the Public Service Pension Plan reported a deficiency of \$187,704 (2004 - \$450,068). At December 31, 2005, the Supplementary Retirement Plan for Public Service Managers had a surplus of \$10,018 (2004 - \$9,404).

The Ministry also participates in two multi-employer Long-Term Disability Income Continuance Plans. At March 31, 2006, the Bargaining Unit Plan reported an actuarial deficiency of \$8,699 (2005 - \$11,817) and the Management, Opted Out and Excluded Plan an actuarial surplus of \$8,309 (2005 - \$3,208). The expense for these two plans is limited to the employer's annual contributions for the year.

Note 9 Comparative Figures

Certain 2005 figures have been reclassified to conform to the 2006 presentation.

Note 10 Subsequent Events

Based on Order-In-Council OC 122/2006 responsibility for Queen's Printer was transferred from Executive Council to Restructuring and Government Efficiency effective April 1, 2006.

Note 11 Approval of Financial Statements

The Deputy Minister and the Senior Financial Officer approved the financial statements.

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

REVENUES

FOR THE YEAR ENDED MARCH 31, 2006

Schedule 1

(In thousands)

	2006		2005
	Budget	Actual	Actual
Contribution from Lottery Fund	\$ -	\$ -	\$ 41,000
Other Revenue (Cost Recovery)	175,921	192,596	177,185
	<u>\$ 175,921</u>	<u>\$ 192,596</u>	<u>\$ 218,185</u>

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

DEDICATED REVENUE INITIATIVES FOR THE YEAR ENDED MARCH 31, 2006

Schedule 2

(in thousands)

	2006		
	Authorized Dedicated Revenues ⁽¹⁾	Actual Dedicated Revenues	(Shortfall) / Excess ⁽²⁾
Restructuring and Government Efficiency Shared Services	\$ 189,365	\$ 182,037	\$ (7,328)
IMAGIS Shared Services	9,827	9,271	(556)
	<u>\$ 199,192</u>	<u>\$ 191,308</u>	<u>\$ (7,884)</u>

⁽¹⁾ The Ministry receives revenue from other Ministries to recover the cost of providing cross-government services.

⁽²⁾ Shortfall is deducted from current year's authorized budget, as disclosed in Schedules 4 and 5 to the financial statements.

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

**EXPENSES - DIRECTLY INCURRED DETAILED BY OBJECT
FOR THE YEAR ENDED MARCH 31, 2006**

Schedule 2

(In thousands)

	2006		2005
	Budget	Actual	(Restated - Note 3) Actual
VOTED:			
Salaries, Wages and Employee Benefits	\$ 82,300	\$ 81,030	\$ 77,829
Supplies and Services	138,252	154,744	143,767
Amortization of Tangible Capital Assets	34,399	15,224	7,299
Other	120	118	33
Total VOTED EXPENSES	<u>\$ 255,071</u>	<u>\$ 251,116</u>	<u>\$ 228,928</u>
STATUTORY:			
Valuation Adjustments			
Provision for Vacation Pay	\$ 260	\$ 826	\$ 333
Total STATUTORY EXPENSES	<u>\$ 260</u>	<u>\$ 826</u>	<u>\$ 333</u>

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

BUDGET

FOR THE YEAR ENDED MARCH 31, 2006

Schedule 4

(in thousands)

	2005-2006 Estimates	Adjustment ^(a)	2006 Budget	Authorized Supplementary ^(b)	Authorized Budget
REVENUES:					
Revenue	175,921	-	175,921	23,875	199,796
Total REVENUES	175,921	-	175,921	23,875	199,796
EXPENSES - DIRECTLY INCURRED					
Voted Operating Expenses					
Ministry Support Services	2,519	-	2,519	-	2,519
Opportunity and Restructuring Assessment	3,350	-	3,350	-	3,350
Business Transformation	1,088	-	1,088	-	1,088
Information and Knowledge Management	39,666	-	39,666	-	39,666
Shared Services	208,448	-	208,448	23,875	232,323
Dedicated Revenue Shortfall (Schedule 2)	-	(7,884)	(7,884)	-	(7,884)
Total Voted Expenses	255,071	(7,884)	247,187	23,875	271,062
Statutory					
Provision for Vacation Pay	260	-	260	-	260
Total Statutory Expenses	260	-	260	-	260
Total EXPENSES	255,331	(7,884)	247,447	23,875	271,322
NET OPERATING RESULTS	\$ (79,410)	\$ (7,884)	\$ (71,526)	\$ -	\$ (71,526)
EQUIPMENT/INVENTORY PURCHASES	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ 3,000

(a) Adjustment is for dedicated revenue shortfall.

(b) A Supplementary Estimate was approved on January 23rd, 2006. Treasury Board approval is pursuant to section 24(2) of the *Financial Administration Act* (for net budgeted initiatives and dedicated revenue recoveries). The increase of \$23,875 relates to Treasury Board Minute (03/2006).

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

COMPARISON OF EXPENSES - DIRECTLY INCURRED, EQUIPMENT/INVENTORY
CAPITAL INVESTMENTS AND STATUTORY EXPENSES BY ELEMENT TO AUTHORIZED BUDGET

FOR THE YEAR ENDED MARCH 31, 2006

Schedule 5

(in thousands)

VOTED EXPENSES AND EIP	2006						
	2005-2006 Estimates	Adjustments ^(a)	2005-2006 Budget	Authorized Supplementary	2005-2006 Authorized Budget ^(b)	2005-2006 Actual ^(c)	Unexpended (Over Expended)
Program 1 Ministry Support Services							
Minister's Office	\$ 380	\$ -	\$ 380	\$ -	\$ 380	\$ 376	\$ 4
Deputy Minister's Office	430	-	430	-	430	432	(2)
Corporate Management	1,709	-	1,709	-	1,709	1,706	3
	2,519	-	2,519	-	2,519	2,514	5
Program 2 Opportunity and Restructuring Assessment							
Opportunity and Restructuring Assessment	3,350	-	3,350	-	3,350	3,248	102
	3,350	-	3,350	-	3,350	3,248	102
Program 3 Business Transformation							
Business Development	325	-	325	-	325	242	83
Business Improvement	395	-	395	-	395	244	151
Business Strategy	268	-	268	-	268	347	(79)
Regulatory Review	100	-	100	-	100	139	(39)
	1,088	-	1,088	-	1,088	972	116
Program 4 Information and Knowledge Management							
Architecture and Standards	4,793	-	4,793	-	4,793	4,502	291
Corporate Planning	4,671	-	4,671	-	4,671	3,349	1,322
Project Management	1,657	-	1,657	-	1,657	1,198	459
SuperNet	28,545	-	28,545	-	28,545	9,644	18,901
	39,666	-	39,666	-	39,666	18,693	20,973
Program 5 Shared Services							
Restructuring and Government Efficiency - Ministry Agreements	162,757	-	162,757	23,239	185,996	178,910	7,086
Restructuring and Government Efficiency - Non Government of Alberta Agreements	488	-	488	-	488	173	315
Crown Debt Collections	1,745	-	1,745	636	2,381	2,160	221
Alberta Government Integrated Management Information Systems	9,827	-	9,827	-	9,827	9,365	462
Supply Management Branch	6,704	-	6,704	-	6,704	6,975	(271)
Alberta Records Centre	1,013	-	1,013	-	1,013	987	26
Network Infrastructure	25,914	-	25,914	-	25,914	27,119	(1,205)
Dedicated Revenue Shortfall (Schedule 2)	-	(7,884)	(7,884)	-	(7,884)	-	(7,884)
	208,448	(7,884)	200,564	23,875	224,439	225,689	(1,250)

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

COMPARISON OF EXPENSES - DIRECTLY INCURRED, EQUIPMENT/INVENTORY CAPITAL INVESTMENTS AND STATUTORY EXPENSES BY ELEMENT TO AUTHORIZED BUDGET FOR THE YEAR ENDED MARCH 31, 2006

Schedule 5 (cont'd)

(in thousands)

	2006						
	2005-2006 Estimates	Adjustments ^(a)	2005-2006 Budget	Authorized Supplementary	2005-2006 Authorized Budget ^(b)	2005-2006 Actual ^(c)	Unexpended (Over Expended)
VOTED EQUIPMENT / INVENTORY PURCHASES							
Program 1: Ministry Support Services							
Corporate Management	-	-	-	-	-	11	(11)
	-	-	-	-	-	11	(11)
Program 4: Information and Knowledge Management							
Architecture and Standards	-	-	-	-	-	45	(45)
	-	-	-	-	-	45	(45)
Program 5 Shared Services							
Restructuring and Government Efficiency - Ministry Agreements	1,750	-	1,750	-	1,750	1,208	542
Crown Debt Collections	-	-	-	-	-	383	(383)
Alberta Government Integrated Management Information Systems	-	-	-	-	-	240	(240)
Supply Management Branch	-	-	-	-	-	372	(372)
Alberta Records Centre	-	-	-	-	-	35	(35)
Network Infrastructure	1,250	-	1,250	-	1,250	779	471
	3,000	-	3,000	-	3,000	3,017	(17)
Total VOTED EXPENSES AND EIP	\$ 258,071	\$ (7,884)	\$ 250,187	\$ 23,875	\$ 274,062	\$ 254,189	\$ 19,873
Operating Expense	\$ 255,071	\$ (7,884)	\$ 247,187	\$ 23,875	\$ 271,062	\$ 251,116	\$ 18,946
Program Equipment/Inventory Purchases	3,000	-	3,000	-	3,000	3,073	(73)
	258,071	(7,884)	250,187	23,875	274,062	254,189	19,873
STATUTORY EXPENSES							
Provision for Vacation Pay	\$ 260	\$ -	\$ 260	\$ -	\$ 260	\$ 826	\$ (566)

(a) Adjustment is for dedicated revenue shortfall.

(b) Authorized Budget includes a Supplementary Estimate.

A Supplementary Estimate was approved on January 23rd, 2006. Treasury Board approval is pursuant to section 24(2) of the *Financial Administration Act* (for net budgeted initiatives and dedicated revenue recoveries). The increase of \$23,875 relates to Treasury Board Minute (03/2006).

(c) Achievement bonuses of \$1,809 were incurred during the fiscal year. The bonuses are reported 28% in program 4 and 72% in program 5.

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

SALARY AND BENEFITS DISCLOSURE FOR THE YEAR ENDED MARCH 31, 2006

Schedule 6

	2006				2005
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-Cash Benefits ⁽³⁾	Total	Total
Deputy Minister ⁽⁴⁾	\$ 188,157	\$ 45,432	\$ 42,321	\$ 275,910	\$ 220,886
Executives:					
Business Services ⁽⁵⁾	104,525	16,306	24,422	145,253	-
Financial Services ⁽⁶⁾	102,880	31,872	26,145	160,897	-
Technology Services ⁽⁷⁾	100,695	20,187	24,071	145,153	-
Human Resources ⁽⁸⁾	66,500	20,200	16,346	103,046	10,409
Service Delivery ⁽⁹⁾	27,840	5,805	5,173	38,818	152,095

Prepared in accordance with Treasury Board Directive 03/2004

⁽¹⁾ Base Salary includes regular base pay.

⁽²⁾ Other Cash Benefits include bonuses, vacation payments and lump sum payments.

⁽³⁾ Other Non-Cash Benefits include the government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long term disability plans, WCB premiums, professional memberships and tuition fees.

⁽⁴⁾ This position was occupied by two individuals in 2005. Other cash benefits include vacation payout - 2006 - \$ Nil (2005 \$6,145 - current Deputy Minister; \$60,311 former Deputy Minister) and car allowance of \$932 (2005 - \$250). Automobile provided since August 2005, no dollar amount included in benefits and allowances figures for remainder of year.

⁽⁵⁾ The position of Business Services was created July 2005. Salary and benefits reported for 2006 are for the period July 1, 2005 to March 31, 2006.

⁽⁶⁾ The position of Financial Services was created July 2005. Salary and benefits reported for 2006 are for the period July 18, 2005 to March 31, 2006. Other Cash Benefits include vacation payout - 2006 - \$ 8,272.

⁽⁷⁾ The position of Technology Services was created July 2005. Salary and benefits reported for 2006 are for the period July 19, 2005 to March 31, 2006.

⁽⁸⁾ The position of Human Resources was vacant from April to August 2005. Salary and benefits report for 2006 are for the period September 1, 2005 to March 31, 2006. Salary and benefits reported for 2005 are for the period March 1, 2005 to March 31, 2005.

⁽⁹⁾ The position of Service Delivery was terminated July 2005. Other Cash Benefits include vacation payout - 2006 \$ 530 (2005 - \$3,840).

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

RELATED PARTY TRANSACTIONS FOR THE YEAR ENDED MARCH 31, 2006

Schedule 7

Related parties are those entities consolidated or accounted for on a modified equity basis in the Province of Alberta's financial statements. Related parties also include management in the Department.

The Department and its employees paid or collected certain taxes and fees set by regulation for permits, licenses and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this Schedule.

The Department had the following transactions with related parties recorded on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	(In thousands) Other Entities	
	2006	2005
REVENUES		
Lottery Fund	\$ -	\$ 41,000
Shared Services Billings to other Ministries	191,408	176,631
	<u>\$ 191,408</u>	<u>\$ 217,631</u>
EXPENSES - DIRECTLY INCURRED		
Charges from Ministry of Finance	\$ 119	\$ 96
Charges from Executive Council	-	11
Charges from Department of Infrastructure	7	5
	<u>\$ 126</u>	<u>\$ 112</u>
TANGIBLE CAPITAL ASSETS TRANSFERRED FROM ALBERTA GOVERNMENT DEPARTMENTS AND AGENCIES	<u>\$ (250)</u>	<u>\$ (739)</u>
RECEIVABLES DUE FROM ALBERTA GOVERNMENT DEPARTMENTS AND AGENCIES	<u>\$ 1,053</u>	<u>\$ 1,256</u>

The Department also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements and are disclosed in Schedule 8.

	(In thousands) Other Entities	
	2006	2005
EXPENSES - INCURRED BY OTHERS		
Accommodations from Alberta Infrastructure	\$ 7,975	\$ 8,569
Legal services from Alberta Justice	350	278
	<u>\$ 8,325</u>	<u>\$ 8,847</u>

MINISTRY OF RESTRUCTURING AND GOVERNMENT EFFICIENCY

ALLOCATED COSTS FOR THE YEAR ENDED MARCH 31, 2006

Schedule 8

	(in thousands)				
	2006				2005
	Expenses ⁽¹⁾	Expenses - Incurred by Others Accommodation Costs ⁽²⁾	Legal Services ⁽³⁾	Total Expenses	Total Expenses (Restated - Note 3)
PROGRAM					
Ministry Support Services	\$ 2,514	\$ 145	\$ 67	\$ 2,726	\$ 6,671
Opportunity and Restructuring Assessment	3,248	92	13	3,353	-
Business Transformation	972	88	3	1,063	1,447
Information and Knowledge Management	18,693	666	252	19,611	12,274
Shared Services	225,689	6,984	15	232,688	217,383
Total Expenses	<u>\$ 251,116</u>	<u>\$ 7,975</u>	<u>\$ 350</u>	<u>\$ 259,441</u>	<u>\$ 237,775</u>

⁽¹⁾ Expenses - Directly Incurred as per the Statement of Operations, excluding valuation adjustments.

⁽²⁾ Costs shown are for Accommodation (includes grants in lieu of taxes) provided by Alberta Infrastructure and Transportation.

⁽³⁾ Costs shown are for Legal Services provided by Alberta Justice.





*"The first thing I noticed
when I joined RGE is that
everyone is very busy and
wants to do a good job.
Going above and beyond
seems to be the standard."*



Performance Measures' Data Sources and Methodology

Government of Alberta Enterprise Architecture (GAEA)

(Measure 1.4)

The Government of Alberta Enterprise Architecture (GAEA) program is a cross-government building code for information and communications technology (ICT) plans that defines corporate models, standards and guidelines to implement systems in a consistent, strategic and integrated manner. This measure reports on government projects specifying GAEA requirements as mandatory in the Government of Alberta procurement documents within a given year. Target criteria for this measure initially included both desirable and mandatory requirements. Data is collected through Request For Proposals posted on the Alberta Purchasing Connection website and the procurement documents emailed by government departments to the Technology Services Division of the Ministry.

Results are compiled by first tracking and selecting all government records related to ICT procurement documents (331 documents). Records where GAEA does not apply are then removed from the compiled total which leaves only the records that state GAEA as either mandatory or desirable (174 documents). The remaining procurement documents are then screened to only include projects which specifically indicate mandatory compliance with GAEA (14 documents). These projects are subsequently selected and divided by the total number of records where GAEA requirements are either mandatory or desirable. The compliance rate with the GAEA program was eight per cent.

Alberta Secure Access Service (ASAS)

(Measure 1.5)

The Alberta Secure Access Service (ASAS) is a cross-government application that provides a standardized computer network infrastructure to protect sensitive information entrusted to government. This measure reports on the number of new computer applications during the fiscal year that require authentication and authorization and use or plan to use ASAS. For projects that plan to use ASAS, the project must have a status report prepared and/or an assessment document created in 2005-06. Project information is maintained in an internal database and supported by technical documents including status reports and production contracts.

A total of 12 computer applications use or plan to use ASAS in the 2005-06 fiscal year providing ASAS services to seven ministries.

Number of SuperNet communities with construction completed

Alberta SuperNet is comprised of the Extended (rural) and Base (urban) Area Networks. Status updates were provided by Bell Canada and Axia SuperNet Ltd. on a weekly basis throughout the build and were tracked and monitored by the SuperNet Build Team. Information collected was subsequently reviewed weekly by the Ministry for errors, omissions or discrepancies.

Community construction targets in the Base Area Network were originally based on scheduled facility and community completion dates provided by Bell in their February 2002 Rollout Schedule Proposal. Targets have been updated on an annual basis to reflect revised schedules and milestones presented by the Prime Contractor (Bell) and Operator (Axia) for construction completion and service availability. As of September 30, 2005, construction was completed in all 429 rural and urban communities.

Number of facilities using SuperNet (a community may have more than one facility)

This measure reflects the number of government, health, library and education facilities reported in production by Axia SuperNet Ltd. A community may have more than one SuperNet facility. The results identified represent the contracted numbers at build completion, minus any customers who did not require SuperNet at the time, or facilities where construction was completed to the property line because the building was unavailable. Results will not match current totals as some stakeholders did not require services or have not yet placed orders for SuperNet services.

Both Bell Canada and Axia provided progress information on a weekly basis throughout the build. This data was ultimately used to update and revise results for this measure along with other performance indicators developed by Restructuring and Government Efficiency. All data collected is subsequently reviewed weekly by the Ministry, for errors, omissions or discrepancies. Progress update proposals, received throughout 2005-06, were continually reviewed by Restructuring and Government Efficiency's SuperNet build team which also monitored Bell's progress.

Deliver and continuously improve shared services with ministries and partners

Performance Indexing is a measurement tool to monitor and report on the performance of shared service delivery. This measure reports on the implementation and use of the performance indexing framework including the establishment of the structure, systems and reports across the service areas of shared services.

Each performance index must be comprised of three indices reflecting customer performance, employee performance and business performance which is specific to the service area.

Performance indicators and associated targets were identified for each service area. A web-based survey and questionnaires were used to measure the customer and the employee assessment indicator. Other indicators are also monitored including the business performance indicator. Final reports and assessment documents were completed, for the 2005-06 fiscal year, and recorded in the separate performance index control systems documentation. In 2005-06, six business services reported use of the performance indexing tool.

Alphabetical List of Entities' Financial Statements In Ministry 2005-06 Annual Reports

Entities Included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency	Ministry Annual Report
Agriculture Financial Services Corporation ¹	Agriculture, Food and Rural Development
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Capital Finance Authority	Finance
Alberta Energy and Utilities Board	Energy
Alberta Foundation for the Arts	Community Development
Alberta Gaming and Liquor Commission	Gaming
Alberta Government Telephones Commission	Finance
Alberta Heritage Foundation for Medical Research Endowment Fund	Finance
Alberta Heritage Savings Trust Fund	Finance
Alberta Heritage Scholarship Fund	Finance
Alberta Heritage Science and Engineering Research Endowment Fund	Finance
Alberta Historical Resources Foundation	Community Development
Alberta Insurance Council	Finance
Alberta Pensions Administration Corporation	Finance
Alberta Petroleum Marketing Commission	Energy
Alberta Research Council Inc.	Innovation and Science
Alberta Risk Management Fund	Finance
Alberta School Foundation Fund	Education
Alberta Science and Research Authority	Innovation and Science
Alberta Securities Commission	Finance
Alberta Social Housing Corporation	Seniors and Community Supports
Alberta Sport, Recreation, Parks and Wildlife Foundation	Community Development
Alberta Treasury Branches	Finance
ATB Investment Services Inc.	Finance
Child and Family Services Authorities:	Children's Services
Calgary and Area Child and Family Services Authority	
Central Alberta Child and Family Services Authority	
East Central Alberta Child and Family Services Authority	

Edmonton and Area Child and Family Services Authority	
North Central Alberta Child and Family Services Authority	
Northeast Alberta Child and Family Services Authority	
Northwest Alberta Child and Family Services Authority	
Southeast Alberta Child and Family Services Authority	
Southwest Alberta Child and Family Services Authority	
Metis Settlements Child and Family Services Authority	
Credit Union Deposit Guarantee Corporation	Finance
Crop Reinsurance Fund of Alberta ¹	Agriculture, Food and Rural Development
Department of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Department of Children's Services	Children's Services
Department of Community Development	Community Development
Department of Education	Education
Department of Energy	Energy
Department of Finance	Finance
Department of Gaming	Gaming
Department of Health and Wellness	Health and Wellness
Department of Innovation and Science	Innovation and Science
Department of Seniors and Community Supports	Seniors and Community Supports
Department of Solicitor General	Solicitor General
Department of Sustainable Resource Development	Sustainable Resource Development
Environmental Protection and Enhancement Fund	Sustainable Resource Development
Gainers Inc.	Finance
Government House Foundation	Community Development
Historic Resources Fund	Community Development
Human Rights, Citizenship and Multiculturalism Education Fund	Community Development
iCORE Inc.	Innovation and Science
Lottery Fund	Gaming
Ministry of Advanced Education ²	Advanced Education
Ministry of Aboriginal Affairs and Northern Development ³	Aboriginal Affairs and Northern Development
Ministry of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development

Ministry of Children's Services	Children's Services
Ministry of Community Development	Community Development
Ministry of Economic Development ²	Economic Development
Ministry of Education	Education
Ministry of Energy	Energy
Ministry of Environment ²	Environment
Ministry of Finance	Finance
Ministry of Executive Council ²	Executive Council
Ministry of Gaming	Gaming
Ministry of Government Services ²	Government Services
Ministry of Health and Wellness	Health and Wellness
Ministry of Human Resources and Employment ²	Human Resources and Employment
Ministry of Infrastructure and Transportation ²	Infrastructure and Transportation
Ministry of Innovation and Science	Innovation and Science
Ministry of International and Intergovernmental Relations ²	International and Intergovernmental Relations
Ministry of Justice ²	Justice
Ministry of Municipal Affairs ²	Municipal Affairs
Ministry of Restructuring and Government Efficiency ²	Restructuring and Government Efficiency
Ministry of Seniors and Community Supports	Seniors and Community Supports
Ministry of Solicitor General	Solicitor General
Ministry of Sustainable Resource Development	Sustainable Resource Development
N.A. Properties (1994) Ltd.	Finance
Natural Resources Conservation Board	Sustainable Resource Development
Persons with Developmental Disabilities Community Boards:	Seniors and Community Supports
Calgary Region Community Board	
Central Region Community Board	
Edmonton Region Community Board	
Northeast Region Community Board	
Northwest Region Community Board	
South Region Community Board	
Persons with Developmental Disabilities Provincial Board	Seniors and Community Supports
Provincial Judges and Masters in Chambers Reserve Fund	Finance
Supplementary Retirement Plan Reserve Fund	Finance
Victims of Crime Fund	Solicitor General
Wild Rose Foundation	Community Development

Entities Not Included in the Consolidated Government Reporting Entity

Ministry, Department, Executive Agency

Alberta Cancer Board
 Alberta Foundation for Health Research
 Alberta Heritage Foundation for Medical Research
 Alberta Heritage Foundation for Science
 and Engineering Research
 Alberta Mental Health Board
 Alberta Teachers' Retirement Fund Board
 Improvement Districts' Trust Account
 Local Authorities Pension Plan
 Long-Term Disability Income Continuance
 Plan - Bargaining Unit
 Long-Term Disability Income Continuance
 Plan - Management, Opted Out and Excluded
 Management Employees Pension Plan
 Provincial Judges and Masters in Chambers Pension Plan
 Provincial Judges and Masters in Chambers
 (Unregistered) Pension Plan
 Public Post Secondary Institutions
 Public Service Management (Closed Membership)
 Pension Plan
 Public Service Pension Plan
 Regional Health Authorities
 School Boards
 Special Areas Trust Account
 Special Forces Pension Plan
 Supplementary Retirement Plan for Public
 Service Managers
 Workers' Compensation Board

Ministry Business System

Health and Wellness
 Innovation and Science
 Innovation and Science
 Innovation and Science
 Health and Wellness
 Education
 Municipal Affairs
 Finance
 Human Resources and Employment
 Human Resources and Employment
 Finance
 Finance
 Finance
 Advance Education
 Finance
 Finance
 Health and Wellness
 Education
 Municipal Affairs
 Finance
 Finance
 Human Resources and Employment



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